TOURISM BRITISH COLUMBIA

Annual Report 1983

Province of British Columbia
Ministry of Tourism

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TOURISM BRITISH COLUMBIA

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OFFICE OF THE MINISTER

VICTORIA, BRITISH COLUMBIA, APRIL 1, 1984

The Honourable
ROBERT GORDON ROGERS,
Lieutenant-Governor of the
Province of British Columbia

MAY IT PLEASE YOUR HONOUR:

I respectfully submit the Annual Report of the Ministry of Tourism for the year ended March 31, 1984.

Yours very truly,

Claude Richmond

CLAUDE RICHMOND
Minister of Tourism/Expo 86

OFFICE OF THE DEPUTY MINISTER

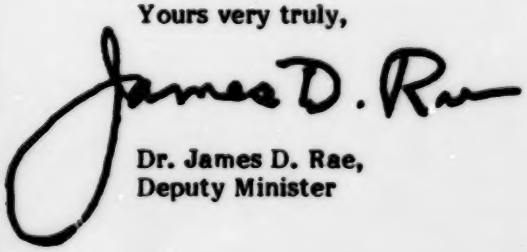
VICTORIA, BRITISH COLUMBIA, APRIL 1, 1984

The Honourable
CLAUDE H. RICHMOND,
Minister of Tourism/Expo 86 of the
Province of British Columbia

SIR:

I have the honour to submit the Annual Report of the Ministry of Tourism for the year ended March 31, 1984.

Yours very truly,



Dr. James D. Rae,
Deputy Minister

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TOURISM IN BRITISH COLUMBIA

Tourism is a major industry in British Columbia, contributing significantly to the provincial economy's growth.

It is ranked third after forestry and mining in terms of revenues generated.

In 1983, it produced an income of approximately $2.16 billion for British Columbians, or five per cent of the Gross Provincial Product.

Tourism employs almost 10 per cent of the British Columbian work force, or over 70,000 persons.

Tourism is one business with many sectors:

- Transportation (airlines, bus companies, railways, rent-a-car firms, shipping lines, etc.);
- Accommodation and food services;
- Hospitality (information centres, special services);
- Travel trade (tour producers, operators and wholesalers and travel agents);
- Travel trade press;
- Associations (specialized industrial and trade associations that represent each of the private sector interests).

PERFORMANCE IN 1983:

	PERSON TRIPS (Overnight)		REVENUE	
MARKET	('000)	Percentage of total	($000,000)	Percentage of total
British Columbia	5,550	47	955	44.3
Other Canada	3,010	25.5	610	28.3
United States	2,795	23.7	415	19.3
Overseas	445	3.8	175	8.1
TOTAL	11,800		2,155	

Recorded visitors camping at all provincial parks totalled 2,145,000.

Total restaurant sales was $1,352.6 million.

Gasoline sales — amount of wholesale gasoline sales (all grades) to service stations in the province — totalled 3,236.6 million litres.

THE MINISTRY OF TOURISM

The Ministry of Tourism's mandate, as declared in the Ministry of Tourism Act (1980), is:

"[1] To promote and encourage the tourist industry in British Columbia;

"[2] To provide tourists with information services;

"[3] To encourage the development of the motion picture industry in the province."

Besides the Ministry of Tourism Act (1980), the Ministry of Tourism administers:

-Travel Regulation Act (1979);
-Hotel Keepers Act (1979);
-Hotel Guest Registration Act (1960).

The Ministry of Tourism's budget for the fiscal year ending March 31, 1984, was $5,942,086.

The breakdown of the Ministry of Tourism's 1983/84 budget was:

Minister's Office	$132,564
Deputy Minister's Office	$101,329
Operations Administration	$73,237
Finance, Administration and Personnel Services	$1,187,022
Policy, Development and Planning	$451,107
Visitor Services and Ministry Publications (net of recoveries)	$10
Educational Services	$230,045
Royal Hudson Steam Train (net of recoveries)	$1,048,338
Regional Contributing Grants	$720,000
Marketing Administration	$71,020
Marketing	$101,840
Market Development	$1,002,977
Film Promotion	$131,615
Special Services	$574,330
Information Services	$116,652

Funds for the Ministry of Tourism's advertising programs and for the production of promotional, educational and informational materials were included in the $17,861,018-budget of the new, centralized Government Information Services, Ministry of Provincial Secretary and Government Services.

EXECUTIVE COMMITTEE

- Minister: Hon. Claude Richmond
- Deputy Minister: Dr. James D. Rae
- Assistant Deputy Minister — Marketing: vacant
- Assistant Deputy Minister — Operations: John F. Currie

Marketing Division

MARKETING BRANCH

FUNCTIONS:

- Developing, recommending and implementing short-term and long-term marketing policies and strategies;
- Supervising the development and placement of ads in the media in accordance with current promotional themes;
- Monitoring and keeping the industry and the public aware of changing market conditions and advantages;
- Conducting promotional blitzes;
- Directing resident awareness programs;
- Publicizing the regular summer excursion run of the Royal Hudson steam train between North Vancouver and Squamish.

MARKET DEVELOPMENT BRANCH

FUNCTIONS:

- Directing and coordinating the activities of the four field sales offices — San Francisco, Los Angeles and Seattle in the United States, and London, United Kingdom;
- Specifying and scheduling promotional efforts to complement advertising in all market areas, in close liaison and coordination with the private sector;
- Working in close cooperation with all carriers, tour operators, travel agencies and other 'travel influencers' in all market areas;
- Planning and implementing winter travel development programs;
- Planning, coordinating and staffing consumer travel, sport, and travel-trade shows in all market areas;
- Marketing the province as a convention destination;
- Developing markets such as Japan, Mexico and Pacific Rim countries;
- Planning and conducting familiarization tours, in cooperation with carriers and wholesalers, for travel agents, tour operators and travel writers/editors;
- Advising on advertising, travel film and brochure content;
- Producing the Travel Agents Manual.

FILM DEVELOPMENT BRANCH

FUNCTIONS:

- Promoting the province as the preferred area in North America for the most economical shooting of feature films, television and commercial productions and for offering a wide variety of choices for location sites;
- Assisting production personnel in selecting locations and in producing film, television and commercial projects in the province.

SPECIAL SERVICES BRANCH

FUNCTIONS:

- Producing the quarterly Beautiful British Columbia magazine and other related publications that are sold to the public;
- Producing travel films;
- Producing the ministry's tourism promotion publications;
- Scheduling, ordering and expediting the ministry's printing requirements;
- Producing still photographs for the ministry and other government agencies;
- Operating the ministry's film and still production laboratories;
- Maintaining a still photo library;
- Liaising with regional tourism associations in production of regional brochures and films.

INFORMATION SERVICES BRANCH

FUNCTIONS:

- Producing news releases emanating from the ministry;
- Publishing the Tourism British Columbia newsletter, drafting speeches, messages, correspondence and reports for the minister and senior ministry officials;
- Producing the ministry's Annual Report;
- Producing publications and brochures on the ministry's programs, policies and projects;
- Producing travel features for the media;
- Producing press kits containing travel features, photographs and other information for publications;
- Determining editorial needs and providing editorial material to travel editors and travel media throughout the world.

Operations Division

VISITOR SERVICES BRANCH

FUNCTIONS:

- Annual inspection of over 2,000 tourist accommodation facilities by tourist accommodation counsellors based in Victoria, Vancouver, Vernon, Cranbrook and Prince George;
- Overseeing production of tourist information publications;
- Warehousing and distributing of ministry's travel literature;
- Maintaining, controlling and distributing available industry publications;
- Administering the year-round and seasonal information centres;
- Recruiting and supervising some 65 seasonal and permanent travel counsellors;
- liaising with the other ministries and the private sector on employment development programs;
- Maintaining and developing communications with the province's nine regional tourism associations and administering a Regional Tourist Association Grants Program and a Community Information Centre Grants Program;
- Organizing special meetings with industry, governments and the public, including the provincial tourist advisory council.

POLICY DEVELOPMENT AND PLANNING BRANCH

FUNCTIONS:

- Organizing and coordinating the ministry's research programs;
- Undertaking survey and research projects;
- Monitoring monthly performance of the tourism industry, maintaining liaison with the ministry's Visitor Services Branch and tourism associations in compiling regional and sector information;
- Undertaking an annual inventory of tourist accommodation facilities;
- Preparing regular articles and reports on tourism statistics for public distribution;
- Maintaining a tourism research library;
- Providing assistance to advertising agencies on media advertising, ad testing, and updating of the Marketing Plan;
- Participating with federal/provincial agencies in the administration of the Travel Industry Development Subsidiary Agreement;
- Representing the ministry in intergovermental meetings at the provincial level;
- Advising senior officials on:
  - resource conflicts pertaining to tourism;
  - policy.

EDUCATIONAL SERVICES BRANCH

FUNCTIONS:

- Encouraging industry and community involvement in training programs;
- Working toward the establishment, maintenance and development of standards for services and training in the industry and encourage industry compliance with such standards;
- Generating a positive, enthusiastic and professional attitude towards those individuals working in the hospitality sector at all levels;
- Promoting the hospitality sector of tourism as a viable area for career opportunities;
- Developing, implementing and delivering hospitality-related programs to the industry.

BEAUTIFUL BRITISH COLUMBIA MAGAZINE BRANCH

FUNCTIONS:

- Marketing Beautiful British Columbia magazine and other special ministry publications;
- Processing subscriptions;
- Ensuring prompt and proper distribution throughout the world;
- Distributing the magazine to wholesalers and agents in Canada and the United States.

FINANCE, ADMINISTRATION AND PERSONNEL BRANCH

FUNCTIONS:

- Processing expenditures, revenue and payroll;
- Monitoring and maintaining records of all expenditures;
- Planning and coordinating (a) the purchase of supplies and equipment and (b) office space and buildings;
- Coordinating vehicle use;
- Distributing program policy and procedure forms and administrative information;
- Liaising with central government agencies and provincial ministries on financial matters;
- Providing and developing a competent and effective staff through: training and development programs, performance appraisals, compensation and benefit plans administration, management system analysis, organizational job design studies, personnel selection methods, job classification and evaluation, administration and interpretation of collective agreements, administration of labor relations matters, and performing an advisory service to management.

- Implementing the requirements of the Financial Administration Act, financial administration policy and other central agencies' directives;
- Planning and implementing financial requirements and systems necessary for the ministry's activities;
- Preparing and administering the ministry's annual budgetary requirements on a fiscal-year basis;
- Preparing special financial and statistical reports and other ad hoc reports for internal distribution and central agencies' requirements.

OBJECTIVE: To market British Columbia as a vacation destination through direct consumer advertising.

ACTION: **MEDIA ADS**

The ministry's media advertising campaign, detailed in The Tourism Marketing Plan 1982-1986, was implemented. Through the classic "Super, Natural" theme advertising approach, the beauty and magnitude of British Columbia was conveyed in a direct person-to-person manner. For marketing winter travel, a new twist was added: the ministry initiated an all-sector 'Ski Super, Natural British Columbia' TV advertising program. Private firms — air carriers, tour operators and accommodation establishments — and tourism associations were invited to dovetail their ski promotions to, or piggyback on, the ministry's 30-second ads.

ACTION: **RADIO CAMPAIGN TO COUNTER BRIDGE WASHOUT**

A radio advertising campaign, to promote the Shuswap-Arrow Lakes region as a vacation destination, was initiated in July immediately after the bridge washout at Woolsey Creek in Glacier National Park. Traffic flow through the region was drastically reduced as a result of the washout and the radio spots was intended to assist the tourist industry operators adversely affected.

ACTION: **VACATIONROAD VIGNETTES**

A nine-part, two-minute-each "Vacationroad" series was aired from September 9 to October 15 on a network of 61 stations across the province. The commercials, promoting a "Down Home" fall vacation in British Columbia for residents, highlighted the attractions and special events in each of the province's nine tourist regions.

ACTION: **LOCAL MARKET ADS**

The ministry's field offices, with agency support, placed ads geared for specific markets and developed co-op advertising programs when necessary and desirable.

OBJECTIVE: **To market British Columbia as a vacation destination through consumer shows.**

ACTION: **TRAVEL SHOWS**

The ministry participated in a number of major travel consumer shows:

- Giselle's Travel Show, Sacramento, California — January;
- H. Werner Buck, Travel and Recreation Vehicle Show, Anaheim, California — January;
- Bettatravel/All Canada Travel Ltd., Norwich, United Kingdom — January;
- Canadian Government Office of Tourism Consortium, Los Angeles area, California — January/February;
- Travel Show '83, San Jose, California — February;
- Orange County Travel Show, Anaheim, California — February;
- Pacific Northwest Sportsmen's Show, Portland, Oregon — February;
- Travel Festival, Seattle, Washington State — February;
- International Sportsmen's Show, San Francisco, California — February;
- Sacramento Travel Fair, Sacramento, California — February;
- Travel Expo '83, Concord, California — February;
- Canadian National Sportsmen Show, Calgary and Edmonton, Alberta — February and March;
- Toronto International Sportsmen's Show, Toronto, Ontario — March;
- Los Angeles Travel Show, Los Angeles, California — April;
- John and Walker Travel/Wardair, Banbury, United Kingdom — April;
- Southern California Auto Club Travel Show, Anaheim, California — July;
- World Travel Market, London, United Kingdom — December;

OBJECTIVE: To market British Columbia as a vacation destination through special promotions.

ACTION: **SUDBURY LABATT BRIER**

The ministry, in co-operation with the Victoria Chamber of Commerce, promoted the 'Best Bloomin Brier' to be hosted in Victoria in 1984. Daffodils, flower-0eed packages and buttons were distributed. Radio, TV and newspaper interviews were given and hatting ceremonies were conducted to honor the mayor of Sudbury, the chairman of the regional municipality, and Brier organizers.

ACTION: **SPRING DAFFODIL BLITZ**

Representatives of the ministry and the Victoria Chamber of Commerce distributed daffodils and conducted hatting ceremonies in Ottawa and Toronto, Ontario; Brandon, Manitoba; and Calgary, Alberta to promote early spring travel to British Columbia.

ACTION: **BRITISH COLUMBIA DAY IN SEATTLE**

A 'Super, Natural British Columbia' travel show, an 'open house' aboard the Princess Margeurite, bands, travel displays and prizes highlighted 'British Columbia Day' in Seattle on April 22. Some 2,500 tickets for the ministry's travel show at the Fifth Avenue Theatre were distributed by the Seattle Times.

ACTION: **AT THE PNE FAIR**

The province's nine regional tourism associations manned a 'Super, Natural British Columbia' display at the Pacific National Exhibition during the fair's 17-day run. The representatives at the exhibit in the Forum offered travel advice and information and outlined details of special visitor packages and rates for fall and winter travel in the province.

ACTION: **ON THE ROAD**

The ministry headed a group of 'tourism ambassadors' on an intensive, whirlwind promotion tour to stimulate late summer, fall and winter travel in British Columbia. The group visited Seattle and Spokane in Washington State and Calgary and Edmonton in Alberta, where they participated in radio shows, gave print media interviews, and spoke to service clubs and other organizations.

OBJECTIVE: T market British Columbia as a vacation destination trough the travel trade.

ACTION: TADE ADS

As were placed in travel trade publications in markets in Cnada, the United States, Japan, United Kingdom, and Erope to convince travel "influencers" — tour operators ar retail agents — to sell British Columbia to their clients as vacation destination.

ACTION: SALES TRIPS BY TOURISM MINISTER

- [] n January, the Minister made a three-day visit to Washington State where he spoke before the state's enate and House of Representatives and addressed the nnual meeting of the Olympia Visitors and Convention ureau and a breakfast meeting of the East King County isitors Bureau;
- [] l late January, the Minister made a four-day tour of xeter, Cheltenham, Bournemouth and Brighton, in the nited Kingdom, where he attended seminars and orkshops organized by the ministry in co-operation with anadian Holidays and Travel Association;
- [] l early February, the Minister made a four-day visit to: eattle, Washington, where he held a news conference d gave the travel trade press a preview of the inistry's new and more spacious travel sales office; sn Francisco, Los Angeles, Palm Desert, and Fontana, i California, where he briefed tour operators of the ovince's plans for Expo 86.
- [] I September, the Minister headed a five-day sales ssion to Seoul and Pusan, South Korea, where esentations were made to travel agents and olesalers. He also attended the American Society of avel Agents' World Travel Congress held in Seoul;
- [] I December, the Minister, along with 20 private sector ecutives from the province's tourism industry, viisted kyo, Nagoya and Osaka, Japan, to promote British lumbia as a vacation destination. The mission made es calls and presentations, held news conferences for de publications and the general press, attended the portant Fourth Japan Congress of International vel in Tokyo, and participated in the Travel Trade w staged simultaneously in Tokyo and Osaka.

ACTION: **SALES PRESENTATIONS**

Major sales presentations made to groups of travel agents and proven travel influencers during 1983 were at:

- Sacramento Travel Fair, Sacramento, California — February;
- Canadian Hoildays and Travel Associates (12 events), London, Leicester, Leeds, Newcastle, Glasgow, Exeter, Cheltenham, Bournemouth and Brighton, United Kingdom — January/February;
- Canada West, Amsterdam and Rotterdam in The Netherlands, and Brussels, in Belgium — January/February;
- Canada School (Arbeitsgenmenschaft) for travel agents, Seeheim, West Germany — February;
- CP Air sales presentation at Norwich, United Kingdom;
- Canadian Consortium travel trade workshop, Montreux, Switzerland — October;
- Congress of the Association of British Travel Agents, Palma, Majorca, Spain — November;
- World Travel Market, London, United Kingdom — November;
- Holland Consortium, Groningen, Arnhem, Eindhoven and The Hague, The Netherlands — December.

ACTION: **TRAVEL MARKETPLACES**

The ministry participated in major travel marketplace shows with displays and sales booths manned by staff at:

- ITB in Berlin, West Germany — March;
- ASAE, Washington, D.C. — March;
- Travel Age West, Reno, Nevada — April;
- Tourism British Columbia Travel Trade Seminars, northern California — April/May/June;
- Rendezvous Canada, Toronto, Ontario — May;
- Alliance of Canadian Travel Agents, Calgary, Alberta — May;
- American Society of Association Executives, San Francisco, California — May;
- IT&ME Trade Show in Chicago, Illinois — October;
- Travel Agents Educational Workshops, Los Angeles, California — October;
- Travel Age West, Los Angeles, California — October;
- Association of British Travel Agents 33rd Congress, Palma, Mallorca, Spain — November;
- National Tour Association Conference, Houston, Texas — November;
- American Bus Association Marketplace, New Orleans, Louisiana — December.

ACTION: **FAMILIARIZATION TOURS**

The ministry assisted airlines, auto clubs, travel firms and other travel-related agencies in organizing some 43 familiarization tours for over 600 travel agents. This number includes:

- 184 from eastern Canada and eastern and mid-west United States;
- 136 from Japan;
- 77 from West Germany;
- 50 from western United States;
- 40 from Australia and New Zealand;
- 22 from Korea;
- 21 from Hong Kong;
- 18 from Southeast Asia;
- 18 from Mexico;
- 16 from The Netherlands and Scandinavian countries;
- 16 from Ireland; and
- six from Israel.

OBJECTIVE: **To market British Columbia as a winter vacation destination.**

ACTION: **SKI SHOWS**

The ministry participated in several consumer ski shows:

- Ski Group '83, San Francisco and Los Angeles, California, in May, and Chicago, Illinois, in June;
- Chicago Ski Show, Chicago, Illinois — October;
- Ski Dazzle '83, Los Angeles, California — October;
- Seattle Ski Show, Seattle, Washington State — October;
- Calgary Ski Show, Calgary, Alberta — October;
- Chicago Ski Show, Chicago, Illinois — October;
- Ski Expo, Santa Clara, California — November;
- Orange County Ski Show, Orange County, California — December.

ACTION: **FAMILIARIZATION TOURS**

The ministry assisted in organizing familiarization tours of the province's ski resorts for travel agents — 35 from California, 20 from Japan, 18 from Mexico, 16 from Detroit, Michigan, and five from Montreal, Quebec — interested in ski package tours.

OBJECTIVE: **To market British Columbia as a destination for fishing and scuba diving adventures.**

ACTION: **SCUBA DIVING BROCHURE**

The ministry distributed a guide to the province's "Pacifica Fantasia" — Dive Super, Natural British Columbia.

ACTION: **FAMILIARIZATION TOURS**

- Ron and Valerie Taylor, world-renowned authors, photographers and underwater cinematographers, were presented a hard-cover book on British Columbia by the ministry during their familiarization tour of the province. They were the guests of Diver magazine and Beach Gardens Resort in Powell River, where they had a chance to see "The Emerald Sea". Smith's Canoe Outfitters provided the Taylors with canoes to experience the beautiful areas being developed around Powell Lake.
- The ministry assisted in organizing familiarization tours of fishing resorts for writers from Japan, California, New York and The Netherlands.

ACTION: **CONSUMER SHOWS**

The ministry participated in 'Divers Day' in Redwood City, California, in September. Over 45,000 divers and the general public attended.

ACTION: **DAIWA WORLD SALMON FISHING CHAMPIONSHIP**

In the 'Media Event', in June, of the Second Daiwa World Salmon Fishing Championship, the ministry presented a 'Tourism British Columbia Trophy' to the participating outdoor-recreation writer who caught the largest salmon. Writers from Japan, Europe, California and eastern Canada were invited for the 'media event'. The writers were also hosted by Hatheume Lake Resort and Campbell Lake Resort to experience fishing for the fiesty Kamloops trout.

OBJECTIVE: **To market British Columbia as a convention and incentive travel destination.**

ACTION: **SITE INSPECTIONS**

The ministry conducted a site inspection by executives of E.F. MacDonald Company, Dayton, Ohio, and assisted in organizing familiarization tours for association executives from: Washington, D.C.; Chicago, Illinois; New York, New York; Dallas and Houston, Texas; and California.

ACTION: **MARKETING**

Major efforts to promote conventions and incentive travel to British Columbia were made at:

- The American Society of Association Executives' Spring Show in Washington, D.C.;
- The International Congress and Convention Association's annual meeting in Spain;
- "Canada Calling" in Washington, D.C.;
- Association of Conference Executives' annual Christmas luncheon, London, United Kingdom.

ACTION: **SALES PRESENTATIONS:**

In addition to marketing efforts at meetings and trade shows, the ministry conducted:

- Sales presentations to:
  - International Association of Young Lawyers, London, United Kingdom;
  - Drapers Chamber of Commerce, Branbury, United Kingdom;
  - International Federation of Airworthiness, London, United Kingdom;
  - International Association of Seed Crushers, London, United Kingdom;
  - Lions International Club, London, United Kingdom;
  - International Association of Fire Chiefs, London, United Kingdom.
- A sales dinner for association executives in Dallas, Texas, and Atlanta, Georgia;
- An international congress promotional dinner in London, England, which was attended by 35 international secretariats;
- Major incentive travel presentations in West Germany.

ACTION: **SERVICING**

Some 100,000 pocket folders were distributed to conference organizers to make up kits for convention delegates. The ministry also serviced about 300 conventions held throughout the province during the year.

OBJECTIVE: **To assist in marketing British Columbia as a vacation destination and to encourage an extended stay by visitors in the province through the operation and promotion of the Royal Hudson steam train's excursion run between North Vancouver and Squamish.**

ACTION: **ROYAL HUDSON EXCURSION**

The Royal Hudson steam train made 81 trips during the 1983 season. It operated five days a week: Wednesday to Sunday. It carried 48,282 passengers or an average of 596 persons per day. Since 1974, when the excursion trip was inaugurated, some 592,839 persons have taken the 980 excursion trips made by the train, or an average of 606 passengers per trip.

OBJECTIVE: To market British Columbia as a travel destination through editorial coverage and assistance to travel editors/writers.

ACTION: FAMILIARIZATION TOURS

The ministry assisted in organizing familiarization tours for several travel editors/writers including:

- Ski travel writers from Japan, Ontario, California, New York and Australia.;
- 33 members of the Southern California Ski Writers Association who visited Panorama and resorts in the British Columbia Rockies;
- writers from West Germany's D.M.magazine, Diw Welt newspaper, and Schoener Wohen magazine;
- writers from Australia's The Bulletin, Daily & Sunday Telegraph, Cosmopolitan magazine, Australian Women's Weekly, Sunday Times of Perth, and Pol magazine;
- writers from the United States' Oakland Press Publications, Mundo Turistico Latina's publishers, National Geographic Traveler, and New York Post;
- writers from Chatelaine and En Route magazines in Canada;

ACTION: TRAVEL PAGE PROGRAM

Four (seasonal) information packages each containing travel features, photographs and other tourism-related information were mailed to 1,400 daily newspapers in Canada, the United States, and to Canadian Government Offices of Tourism and Canadian embassies throughout the world for distribution to travel editors.

ACTION: EDITORIAL ASSISTANCE

Over 200 individual requests for editorial material and photographs from writers and publishers around the world were serviced. These included requests from Reader's Digest, National Geographic Traveler, Pastime magazine, Town and Country magazine, and The Christian Science Monitor in the United States; Conferences and Exhibitions International Magazine, Holiday USA & Canada Magazine, Conference World, Travel Bulletin, The Daily Telegraph, Travel News, Executive Traveller Magazine, High Flyer magazine, Conference Guide, Travel Agency, Travel Trade Gazette, Glasgow Daily Record in the United Kingdom; and Discovery magazine in Hong Kong..

ACTION: **DESTINATION B.C.**
The ministry completed the 56 mini travel stories on destinations in the province and mailed them in a camera-ready format to all weekly and daily newspapers in the province and other interested individuals and media outlets. The series emphasized attractions in various communities in the province.

ACTION: **B.C.'S RECREATIONAL RIVERS**
Editorial and graphic work was initiated on a new mini travel series focusing of the province's recreational rivers. The 60 stories in camera-ready format will be mailed to all weekly and daily newspapers in the province early in 1984.

ACTION: **PRODUCING STORIES**
Free-lance writers were commissioned to produce full-length and mini travel features on various attractions in British Columbia for out-of-province newspapers and magazines. Travel features were also written by staff to meet specific requests from travel and trade publications.

ACTION: **MESSAGES**
Messages from the Minister addressed to various individuals/groups and readers of various publications were drafted inviting them to visit and vacation in British Columbia.

ACTION: **COMMUNITY PROFILES**
Detailed "tourism" profiles of communities in British Columbia allow the ministry to meet the immediate needs of travel writers/editors and staff.

ACTION: **PRESS CLIPPINGS**
Editorial coverage of British Columbia in major markets was monitored though press clippings.

OBJECTIVE: To indirectly and directly promote British Columbia as a travel destination through electronic media coverage.

ACTION: **MEDIA ASSISTANCE**

The ministry assisted several media outlets in their coverage of the province. These included:

- NTV, TBS and FUJI television from Japan who covered events at Whistler, Tod Mountain and Lac Le Jeune Resort;
- BBC Radio Scotland; BBC - TV London's Wildlife Magazine program; BBC - TV Wales; BBC - TV Manchester; Anglia TV Ltd of Norwich's Sale of the Century program; BBC Radio 3 Brighton; and BBC Scotland/Scottish TV;
- Two For The Road Productions Co., for Manila TV, The Philippines;
- CFCF - TV of Montreal for shooting of McGowan's World; and
- BBC World Service Correspondent Robert Fox

OBJECTIVE: **To market British Columbia as a travel destination through the screening of travel films on British Columbia, produced by the ministry.**

ACTION: **TRAVEL FILMS**

Over 5,000 prints of 19 titles are in circulation around the world through the Canadian Travel Film Libraries, the National Film Board of Canada's libraries in Canada, the United States, the United Kingdom, West Germany, France, The Netherlands, Australia, Japan and throughout Asia, and through Canadian embassies in other countries. Titles produced by the ministry over the years include:

- A Fish For All Seasons (26 mins. 30 secs.) — a sport-fishing film to promote, entertain and educate anglers about British Columbia's rich and varied waters — released in English in 1983 and now being translated into Japanese, German and French;
- Here To Share (20 mins.) — depicts the scenic beauty and historical background of the West Kootenays (1982 — English, Japanese and German);
- British Columbia — Nature's Masterpiece (22 mins. 20 secs.) — an exciting visual tour through the Thompson-Columbia region (1981 — English, Japanese, German and French);
- Valley Of A Thousand Peaks (25 mins.) — a glorious film that does full justice to the attractions and beauties of the Rocky Mountain region (1980 — English, Japanese, German and French);
- Atlin (12 mins. 31 secs.) — the uniqueness and history of this far-flung northern community is captured through the voices of its peoples (1979 — English);
- Ski Super Natural British Columbia (14 mins. 50 secs.) — an exhilarating film on skiing that covers all regions of British Columbia (1979 — English and German);
- If I Didn't See It I Wouldn't Believe It (23 mins. 12 secs.) — the pages of Beautiful British Columbia magazine invite readers to savor the splendor of the province (1977 — English, Japanese, German, French and Dutch);
- This Is The Place (14 mins. 35 secs.) — a fast-moving, spirited look at Vancouver and the Sunshine Coast (1977 — English, Japanese, German and French);

- The Land Between (28 mins. 12 secs.) — depicting the vast sweep of the Cariboo-Chilcotin region after getting off the main highway to adventure (1977 — English, German and French);
- Because It's Home (26 mins.) — invites the visitor to share the peace and tranquility of the Queen Charlotte Islands (1974 — English);
- Mirrors To The Sun (23 mins.) — a visual experience of British Columbia's four seasons through excellent optical photography (1974 — English);
- 'Ksan (26 mins. 37 secs.) a film on the restoration of the Indian village near Hazelton with fine examples of Indian handicrafts and dances (1973 — English);
- Island Eden (24 mins. 7 secs.) — a travelogue on beautiful Vancouver Island with an eagle's eye view (1972 — English, Japanese, German, French and Dutch);
- The Great Annual Bathtub Race (12 mins. 53 secs.) — the bathtub race from Nanaimo to Vancouver — released in 1970 in English;
- Highways to Splendor (25 mins.) — a film covering all regions of British Columbia — released in 1970 and available in English, German and Dutch.

OBJECTIVE: To market British Columbia as a vacation destination through the Beautiful British Columbia magazine and other publications issued for sale.

ACTION: BEAUTIFUL BRITISH COLUMBIA MAGAZINE

Stories for three issues, beginning with the summer edition, were planned. After publication of the fall issue, the magazine was sold to Mainland Magazine Limited of Vancouver. It was the first successful privatization initiative completed by the government. The sale involved financial considerations totalling some $760,000 and a series of undertakings to maintain existing commitments to an estimated 370,000 subscribers. In addition, the new publisher agreed to maintain the editorial direction of the magazine and to offer employment to all magazine employees.

ACTION: FRASER RIVER BOOK

Editorial and graphic design work was completed on a new special edition of the Beautiful British Columbia magazine on the Fraser River before the magazine was sold to Mainland Magazine Limited of Vancouver.

OBJECTIVE: **To market British Columbia as a travel destination through the provision of free informational and/or lure material — editorial, photographic, graphic and cinematic — created, developed, and produced by the ministry.**

ACTION: **THE TRAVELLER'S HANDBOOK**

Almost everything a traveller would want to know about British Columbia was published in the second edition of the "fulfillment" piece for tourists — Tourism British Columbia/The Traveller's Handbook. The ministry printed 500,000 copies of the 48-page book.

ACTION: **ACCOMMODATION GUIDE**

The Tourism British Columbia Accommodation Guide 1984, a prime resource for a complete-and-worry-free holiday, was produced. It lists close to 2,000 accommodation establishments which have been carefully inspected by accommodation counsellors to ensure they meet the ministry's standards for comfort, courtesy and cleanliness. It also contains maps and information on subjects such as border crossings and hospital and medical services. Nearly one million copies of the 104-page, 59th-edition handbook were printed and distributed in more than 35 countries.

ACTION: **ROAD MAP AND PARKS GUIDE**

In co-operation with the lands, parks and housing ministry, the British Columbia Road Map and Parks Guide was produced with major layout changes and 1.5 million copies were printed during the year for distribution in 1984.

ACTION: **GUIDE FOR TRAVEL AGENTS**

The 21st edition of the ministry's Travel Agent's Manual was published. The 172-page publication contains more package tours and all-inclusive holidays than ever before. The easy-to-use catalogue of commissionable tours was distributed to 14,000 travel agents around the world.

ACTION: **SKI BROCHURE**

The ministry produced a new edition of the Ski Super, Natural British Columbia, Canada brochure sub-titled "Peak Experiences." The 32-page publication covered skiing facilities and services at the province's ski resorts plus information on heli-skiing, snow-cat skiing, and nordic and cross-country skiing. Some 165,000 copies in English and 25,000 in Japanese were printed and distributed at trade and consumer ski shows.

ACTION: **DIVE BROCHURE**

A brochure describing the diving sites and experiences offered at 15 major diving regions in the province was reprinted by the ministry in cooperation with Diver magazine. About 20,000 copies of the 16-page Dive Super, Natural British Columbia were reprinted.

ACTION: **POSTERS**

Some 20,000 posters of four British Columbia scenes were printed.

ACTION: **SOUTHWESTERN MAINLAND MAP**

The ministry produced a map of the lower mainland to assist travel counsellors servicing visitors' enquiries. Some 40,000 copies were printed.

ACTION: **PICTORIAL ENVELOPES**

New, large, pictorial envelopes were designed and 200,000 were produced.

ACTION: **CONVENTION KIT POCKET FOLDER**

The convention kit pocket folder was redesigned and 11,000 folders were produced.

ACTION: **PHOTOGRAPHS**

Over 5,000 photographs were shot during the year. Some 1,000 requests for photographic material was processed. The ministry produced 6,783 black-and-white glossies, 2,345 color prints and 3,613 transparencies for the Beautiful British Columbia magazine, other government agencies, daily and weekly newspapers, magazines and promotional publications. The ministry's photo library now has 59,000 color negatives, 20,050 black-and-white negatives and 8,000 duplicate slides on file. A new filing and retrieval system was implemented to speed up the handling of requests for photographic material.

OBJECTIVE: **To keep the public, particularly persons in the tourism industry, informed and up-to-date on the ministry's plans, policies, programs and special projects and the trends in the tourism industry's performance and development.**

ACTION: **NEWS RELEASES**

The ministry issued 35 news releases during the year. They covered a wide variety of subjects, issues and ministry programs.

ACTION: **NEWSLETTERS**

One issue of the Tourism British Columbia newsletter was created, developed and produced to supplement the news releases and other material issued by the ministry.

ACTION: **INFORMATION REQUESTS**

Numerous requests for tourism statistics and information on tourism planning and development were answered.

OBJECTIVE: **To get input from the tourism industry on ministry strategies, policies, programs and projects.**

ACTION: **PROVINCIAL TOURIST ADVISORY COUNCIL**

The council's membership was increased from 21 to 24 persons with broad representation from major sector and regional tourist organizations. The council met once during the year — on October 6 in Burnaby. Three additional committees were established: (a) marketing; (b) accommodation and reservation; and (c) tourism education and manpower.

OBJECTIVE: **To acknowledge the important contribution made by individuals who work within the tourism industry and to motivate employees to continue to offer warm, courteous and efficient service.**

ACTION: **'HOTELYMPICS'**

The ministry co-operated with the accommodation sector in the organization of the "Hotelympics" held in Vancouver and Victoria. The ministry donated trophies while the minister opened both events.

OBJECTIVE: **To develop and provide visitor reception and information facilities.**

ACTION: TOURIST INFORMATION CENTRES

The ministry's 11 information centres were open during the year according to the dictates of visitors' traffic patterns, five on a year-round basis and six seasonally. Approximately 65 highly-trained travel counsellors provided professional service concerning a variety of travel plans. Total enquiries over-the-counter, by phone and by mail exceeded 630,000 in 1983:

LOCATION	COUNTER	PHONE	MAIL
Victoria	11,286	13,615	59,199
Vancouver	122,043	98,564	6,761
Vancouver Airport	91,911	8,945	14
Douglas	90,664	3,890	47
Abbotsford	69,403	6,118	29
Golden	16,591	845	53
Osoyoos	9,874	194	16
Yahk	12,126	101	5
Banff	20,706	935	240
Mt. Robson**	16,019	-	-
Dawson Creek	4,653	358	9
	465,276	134,622	66,373

** In addition this office served 1,057 tour buses.

ACTION: FIELD MARKETING OFFICES

The ministry's sales offices in Seattle, Washington, San Francisco and Los Angeles in California, and London, England, answered a considerable number of enquiries — over-the-counter, by phone and by mail — daily about travel to and within British Columbia.

ACTION: REFERENCE MANUAL

A detailed travel counsellor reference manual containing some 70 information sheets was produced to assist the ministry's travel counsellors in aiding visitors. The manual contained information on a variety of topics, such as blossom times in the Okanagan and Creston valleys, bicycle routes, cruise ship arrivals, recreational vehicle rentals and the various tourist attractions in the province.

ACTION: **BROCHURE WAREHOUSING AND DISTRIBUTION**

To effectively distribute the ministry's brochures and promotional material, three distribution warehouses were operated in Victoria, Burnaby and Seattle. Weekly stock reports were compiled from each warehouse to maintain control of available literature. During 1983 more than 3.8 million pieces of literature printed by the ministry and the nine regional tourism associations were distributed to more than 35 countries. Over 4,000 bulk shipments were made.

OBJECTIVE: To provide visitor services through cooperative programs with the private sector and other government agencies.

ACTION: **BROCHURE APPROVAL AND DISTRIBUTION**

Brochures distributed at the various tourism information cen tres were approved or rejected on an on-going basis by the b rochure approval committee according to set guidelines. Ov er 530 individual brochures were approved, with approximate ly 350 handled in bulk. Supplies were ordered and distribute d continuously throughout the year.

ACTION: **SUBSIDY FOR DISTRIBUTION**

A subsidy was extended to a private firm to assist in defraying the cost of the distribution of brochures on British Columbia Ferries. The firm placed some 600 individual brochures, representing all aspects of the province's tourism industry, on the ferries. All brochures carried by the ferry fleet were approved by the ministry.

ACTION: **MANUALS FOR COMMUNITY INFORMATION CENTRES**

Travel counsellor reference manuals were supplied as an ongoing training and awareness program for Chamber of Commerce information offices participating in the Youth Employment Program.

ACTION: **TOURIST ALERT**

Under the Tourist Alert Program the ministry cooperated with the Royal Canadian Mounted Police in locating travellers throughout the province to attend to urgent personal matters. The ministry provided a list of contact names, addresses and phone numbers where the Tourist Alert notices could be posted. The ministry also produced the red-and-white logo stickers for the program and distributed them to the contacts.

OBJECTIVE: **To stimulate improvement in tourist accommodation standards.**

ACTION: **ACCOMMODATION INSPECTION/REGISTRATION**

Accommodation counsellors based in Victoria, Vancouver, Vernon, Cranbrook and Prince George visited and inspected close to 2,200 tourist accommodation establishments in 1983 and 1,998 were approved for inclusion in the Tourism British Columbia Accommodation Guide 1984. This represented a significant increase over the 1982 listing.

ACTION: **UPGRADING ENCOURAGED**

A number of operators were encouraged to upgrade their establishments. All registered and approved establishments received the ministry's new accommodation sign, decal and a certificate of approval for display.

ACTION: **ROOM RATE CARDS**

New room rate cards were distributed by the ministry to over 2,000 establishments listed in the British Columbia Accommodation Guide 1983. In addition to rates, the card includes extracts from the Hotel Keeper's Act and the Criminal Code of Canada outlining some rights and privileges of hotel keepers and their guests.

OBJECTIVE: To assist in the tourism industry's development through grants programs.

ACTION: **REGIONAL TOURIST ASSOCIATION GRANTS**
Financial assistance totalling over $645,000 was provided to the nine regional tourist associations in the province to assist in their efforts to develop and promote tourism in their respective regions.

ACTION: **COMMUNITY INFORMATION CENTRE GRANTS**
Financial assistance totalling $73,650 was provided to 93 sponsors of community information centres to assist with operating expenses. Grants were intended to provide an incentive for communities to provide a high standard of reception and information services to travellers in British Columbia.

OBJECTIVE: **To market British Columbia as the preferred area for shooting motion pictures because of competitive production costs and a variety of location choices.**

ACTION: **LOCATIONS**

The ministry's brochure **Locations** was distributed on request to production companies along with other material on the province.

ACTION: **SALES PRESENTATIONS**

Producers were contacted in Los Angeles, New York, Toronto, Montreal, London, Munich and Tokyo to promote the province as a preferred location for their motion picture productions. The high skill level of production personnel living and working in British Columbia and the co-operation provided by the Film Promotion Office continue to enhance the province as a world-class production opportunity.

ACTION: **TRADE MEDIA ADVERTISING**

Ads — with the theme "Super, Natural British Columbia: the last word in locations . . . millions of years in the making" — were placed in 20 trade publications (magazines, newspapers and industry directories) in Europe, Japan, the United States and Canada.

ACTION: **PRODUCED IN BRITISH COLUMBIA**

- **Space Hunter** ($8 million), starring Peter Strauss and Molly Ringwald and shot in the Vancouver area, and completed production in 1983;
- **Iceman** ($10 million), filmed in Vancouver and Stewart, completed in 1983;
- **Haunting Passion** ($2 million), starring Jane Seymour and Gerald McRaney;
- **Hitchhiker** ($1.7 million) for First Choice TV, starring Bob Ames, Nicholas Campbell and Jackson Davies;
- **Best Christmas Pageant Ever** ($1 million) for ABC TV, starring Loretta Swit;
- **Finder's Keepers** ($70,000 in British Columbia) starring Michael O'Keefe, Beverly D'Angelo and Louis B. Gosset Jr.
- **Never Ending Story** ($240,000) a German production directed by Wolfgang Petersen;
- **The Serious Moonlight Tour Concert** ($125,000) for HBO starring David Bowie and Rough Trade;
- **Stripper** ($50,000) produced and directed by Jerome Gary;

- Glitterdome ($2 million) for HBO, starring James Garner, Margot Kidder, James Lithgow and directed by Stuart Margolin;
- Transamerica Ultra Quiz ($40,000) a Nippon Television Network production;
- Reno and Doc ($30,000) a Toronto production starring Kenneth Welsh, Henry Ramer and Linda Griffiths;

Total budgets of the productions that began in 1983 were in the $40-million-to-$50-million range. The portions shot in British Columbia accounted for $10 million. Productions secured during 1983 for 1984-1985 have budgets totalling $30 million..

ACTION: SPECIAL EVENTS

- The tourism minister hosted an auction of metal sculpture sets from Space Hunter in January 1983. Proceeds totalling $2,000 were donated to the Variety Club Telethon.
- The Hollywood Reporter, the prestigious Los Angeles motion picvture trade publication, published a special edition highlighting British Columbia in its August edition.
- The Vancouver Studio Centre was built and opened in 1983. This private sector initiative was guided and assisted by the ministry.

OBJECTIVE: To collect tourism statistics and information on travel trends and patterns for a comprehensive tourism data base.

ACTION: **TRAVEL INDICATORS**

A system of monthly recordings of 15 selected travel industry statistics, maintained since 1975, was continued. It provided a concise monitor of the travel industry's performance. The monthly statistics include border crossings, air and ferry traffic, hotel occupancies, hotel and motel room tax revenue and restaurant sales.

ACTION: **TOURISM PERFORMANCE MODEL**

A computer model, developed in 1977 to measure the tourism industry's performance, provided estimates of travellers and their expenditures, regional and seasonal distributions, the size of the industry and balance of payments estimates. The model is based on the travel indicator statistics and other data.

ACTION: **ACCOMMODATION INVENTORY**

Information on some 2,000 accommodation establishments listed in the ministry's annual Accommodation Guide was used to produce an inventory of facilities by types and sizes and property turnovers by tourism region and classification.

ACTION: **SKIER SURVEY**

A survey of skiers was initiated in December 1983 at ski resorts to measure the ski industry's economic impact and to expand the ministry's data base established through the 1980 ski survey. The information is also used to develop the ministry's winter marketing program. The results provided data on the demographic and travel characteristics of skiers to British Columbia, as well as their perceptions of the province's ski facilities. The survey was conducted in cooperation with the industry and small business development ministry, the lands, parks and housing ministry and the ski resorts.

ACTION: **ROYAL HUDSON PASSENGER SURVEY**

A survey of passengers on the Royal Hudson steam train's excursion run was conducted during the 1983 season to expand and update information on passenger profiles, impressions and attitudes. Similar surveys were conducted in 1974 and 1978.

OBJECTIVE: **To provide accurate and timely tourism-related information for use by the ministry, the government and the public.**

ACTION: **TOURISM HIGHLIGHTS**

The annual statistical report on British Columbia's tourism industry was distributed. It detailed tourism revenues, visitor volumes, expenditures, regional distributions, accommodation facilities inventory and occupancy levels for the year. Data on regional tourism activity was also featured.

ACTION: **RESEARCH LIBRARY**

The tourism research reference library was maintained and new titles were added to the word processing file.

OBJECTIVE: **To assist in the development of the ministry's policies and to provide policy advice.**

ACTION: **OFFICIALS BRIEFED**

Senior officials in the ministry and members of the Cabinet Committee on Economic Development, the Deputy Ministers' Committee on Economic Development, and the Environment and Land Use Technical Committee were briefed on tourism-related matters under consideration.

ACTION: **COMMITTEE CHAIRED**

The ministry's senior research officer participated in the deliberations of the Tourism Research Committee (TRC) as its chairman. The committee makes recommendations to the national body, the Canadian Conference of Tourism Officials (CCTO).

OBJECTIVE: **To provide input into tourism-related planning and development programs including Travel Industry Development Subsidiary Agreement (TIDSA).**

ACTION: **INVOLVEMENT IN T.I.D.S.A**

The ministry provided policy and technical expertise for the administration of the five-year, $50-million, federal-provincial TIDSA program. TIDSA was designed to stimulate investment in the tourist industry, diversify the economy, create jobs, improve the balance of payments, and develop British Columbia's tourism potential. The agreement covers five program areas: industry studies and planning, industry organization, industry upgrading, travel generators, and skiing development. The ministry is represented on the management committee and the five technical subcommittees, one for each program, which make recommendations on applications to the management committee.

ACTION: **LAND USE PLANNING**

The ministry was represented on the Meares Island Land Use Committee.

OBJECTIVE: **To coordinate the development of data systems for the administration of the ministry's programs.**

ACTION: **MAIL LIST COORDINATION**

The ministry's mailing list for the distribution of publications, newsletters, news releases, travel features and other material was centralized and coordinated with the provincial government's postal branch's system.

ACTION: **WORD PROCESSING**

Word processing was maintained in the ministry with and a review of the system was initiated late in the year.

OBJECTIVE: To improve quality of service to visitors through education and training programs and encourage the development of professional skills within the industry.

ACTION: **HOSPITALITY CERTIFICATE COURSE**

The ministry conducted 104 courses throughout the province during the year for 2,246 employees in the industry. The eight-hour seminar is an exciting and innovative customer relations program designed to upgrade the skills of front-line individuals working in tourism.

ACTION: **HOSPITALITY MANAGEMENT COURSE**

A two-day hospitality management course is offered to upgrade middle management and supervisors' awareness of the importance of good customer and employee relations. Participants learn job-relevant skills through personal feedback, case studies, group and individual exercises and video models designed to enhance learning. Ten courses were delivered for 212 management staff.

ACTION: **SKI INDUSTRY COURSE**

A specialized training course was delivered to key personnel, supervisors and management of ski areas. The course reinforces the "ski version" of the Hospitality Certificate Course and fills a recognized void in ski resort management training available.

ACTION: **TRAVEL COUNSELLING TECHNIQUES COURSE**

Sixteen courses were offered at community colleges throughout the province during the year. The 30-hour, five-day course is designed to train staff employed in tourist information centres throughout the province. It is co-sponsored by the education ministry and is recognized as the provincial core curriculum for travel counsellors. Some 287 individuals successfully completed the course and received the designation "travel counsellor".

ACTION: **CAREER PREPARATION PROGRAMS**

The ministry's educational programs, incorporated into the education ministry's "Career Preparation Program", provides training for grade 11 and 12 students in hospitality and tourism-related skills. The tourism ministry's courses are conducted by ministry staff.

ACTION: **TOURISM MANAGEMENT AMD TRAINING NEEDS ASSESSMENT**

An analysis of the manpower/training needs of the tourism industry was conducted in an effort to develop a co-ordinated training plan for the industry. The study was funded by the federal-provincial Travel Industry Development Subsidiary Agreement program. A committee consisting of all major sector associations of the industry and all public sector agencies was formed to oversee the process and assist in the development of the training plan. The work has provided the industry with an accurate profile of the labor force in tourism and an attempt will now be made to meet the training and manpower needs over the next few years.

ACTION: **FINANCIAL MANAGEMENT PROGRAM FOR ACCOMMODATION OPERATORS**

The ministry, the B.C. Hotels Association, and the B.C. Motels, Resorts and Trailer Parks Association sponsored a 10-part program on Financial Managment for Accommodation Operators on the Knowledge Network. This new program is providing upgrading and training to operators in their own establishments by combining TV with the standard text-book approach.

OBJECTIVE: To provide financial planning services to the ministry.

ACTION: **EXPENDITURES MONITORED**
Expenditures of the ministry's various branches were monitored throughout the year to ensure that total spending remained within the funding allocation.

ACTION: **INTERNAL FINANCIAL REPORTING**
An internal financial reporting system, providing up-to-date financial information, continues to function with refinements being planned to enable the ministry to produce all of its own financial reports.

ACTION: **REPORTING TO CENTRAL AGENCIES**
Numerous financial and statistical reports were prepared for submission to various central agencies and liaison was maintained with ministry reprsentatives attending various committee meetings.

OBJECTIVE: **To provide personnel services to the ministry.**

ACTION: STAFFING

A formal staffing plan was developed to facilitate the down-sizing of the ministry's operations in keeping with the government's restraint program. The plan's basic philosophy was to achieve the target staffing levels with as few layoffs of staff as possible.

ACTION: ADMINISTRATION

The following responsibilities were carried out during the year:

- recruitment and selection of staff;
- organization and classification analysis;
- administration and interpretation of collective agreements, personnel practices and policies;
- assistance and advice in labor relations and employee relations issues;
- input to the collective bargaining process; and
- administration of performance appraisal systems.

ACTION: LIAISON WITH CENTRAL AGENCIES

- Liaison services with central agencies were provided as an information exchange concerning ministry operations.
- The manpower monitoring system concept was introduced in co-operation with Treasury Board staff to provide a more effective central mechanism of the staffing resource.
- Ministry representatives participated in various committees dealing with improved delivery of personnel administration.

OBJECTIVE: To provide administrative services to the ministry.

ACTION: **FINANCIAL CONTROL**

A system for control of spending authority and cash advances was monitored during the year. Emphasis was placed on the financial control of the ministry's budget to ensure that the ministry complied with requirements of the finance ministry.

ACTION: **ADMINISTRATION**

The following responsibilities were carried out:

- timely payment of accounts payable and payroll for all ministry branches;
- managing the development, application and maintenance of financial policies within the ministry.

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